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30 November 1955

MEMORANDUM FOR: Chairman, Agency Manpower Survey Committee

SUBJECT : Survey of DDS Organization Regarding Manpower Utilization and Effect of Mandatory Reduction

1. In response to instructions received in the Agency committee meeting held on 16 November 1955, the DDS committee representatives requested the several components of the DDS organization to effect a self-study specifically considering the following questions [Annex A]:

- a. If the Director is required to effect a ten percent reduction in current Agency manpower, what specific action would the three Deputy Directors take to effect this reduction in their areas? DDS components were requested to apply this question to their offices.
- b. Are any organizational units now performing any function or activity which is being performed, in whole or in part, by another component of this Agency or by another Government agency?
- c. Do any organizational units now have work requirements beyond present manpower capability? If so, what additional manpower is required?
- d. Assuming that present manpower allocations permit the accomplishment of essential tasks, what desirable tasks have been deferred or eliminated from present programs due to the current ceilings?

2. Following is a summary, by office, of the staffing status, comments, and apparent effect of a mandatory reduction of ten percent. Those offices which do not indicate specifically (in subparagraph (1) corresponding to question "a" above) the positions or functions to be eliminated, would, if required, effect reduction by abolishing individual positions to the extent necessary to meet the imposed cut. This action would not necessarily result in elimination of entire functions. The on duty status shown is that which is reflected by recorded personnel actions as of 25 November 1955. The four numerical subparagraphs in parentheses are keyed to questions a, b, c, and d in paragraph 1, above.

- a. Audit Staff / Annex B 7
T/0 [REDACTED] (No military details)
 - (1) No recommendation made to effect a ten percent reduction.
 - (2) No duplication of function or activity in this Agency or by another Federal agency.
 - (3) Work requirements met by present manpower by streamlining procedures and by limiting both scope and pace of audits.

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(4) See (3) above.

b. Commercial Staff / Annex C 7

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T/0 [REDACTED]

(No military details)

(1) No recommendation made to effect a ten percent reduction.

(2) No duplication of function in this Agency or in another Federal agency.

(3) Can continue to operate at approximately present level of support with present staff but unable to furnish additional support in terms of increased participation in current and liquidating projects or support of additional projects.

(4) Greater participation in the actual management and operation of proprietary cover companies.

c. General Counsel / Annex D 7

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T/0 [REDACTED]

(No military details)

(1) If directed, a ten percent reduction could be accomplished by eliminating [REDACTED] lawyer positions. Reduction of [REDACTED] [REDACTED] lawyers not expected to impair service materially although pace would be slowed down and possibly quality affected by pressure. 25X9A2

(2) No duplication by other Agency components. This office restricts its activities to Agency problems and refers to the Department of Justice or the Comptroller General such matters as can be handled under the normal procedures of Government.

(3 & 4) Current staffing sufficient to meet any foreseeable requirements.

d. Management Staff / Annex E 7

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T/0 [REDACTED]

(No military details)

(1) If directed, a ten percent reduction could be accomplished by reducing [REDACTED] positions in Regulations Control Staff, [REDACTED] from Records Management, and [REDACTED] from Organization and Methods (total: [REDACTED]). 25X9A2 25X9A2

(2) No comment.

(3) No comment.

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(4) No comment.

25X9A2 e. Medical Staff Annex F 7
T/O [redacted] (in-
cludes 4 military)

(1) No recommendation made to effect a ten percent reduction.

(2) No known areas of duplication by another Agency component or by another Government agency.

(3) Present authorization considered inadequate; inability to fill Registrar position, with resultant administrative burden on physicians, cited as example of recognized need not met under present ceiling.

(4) The further development of the annual physical examination program.

The strengthening of the Administrative Support Division has been deferred as a result of current ceiling limitations.

25X9A2 f. Office of Communications Annex G 7
T/O [redacted]

(1) If a ten percent reduction is directed, it would need to be accomplished in the following activities however, specific reductions would require consideration by competent authority of the need for the communications services provided 7: [redacted] COMMINT and 25X1C [redacted] training project [redacted] CIA Emergency Re- 25X1A [redacted] location Center, Alternative Signal Center, [redacted] 25X1A Stations, OC training, other Signal Centers and Radio Base Stations, and [redacted] Projects. 25X1A

(2) There may be some identical functions such as research, development and maintenance of stock records. Numbers are few and OC cannot visualize a practical combination of activities which would eliminate even these few positions. Recommendation for survey of present Agency supply system as possible source of savings through simplified procedures.

(3) No specific work requirements beyond present manpower allocations.

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(4) Desirable activities deferred include proper maintenance of wire, microwave and ciphering systems; establishment of a "quick reaction capability" for the production of equipment for clandestine operations; inventories of Headquarters cryptographic stocks; protective traffic analysis in direct support of DD/P operations; liaison with NSA on cryptologic matters; operational testing and evaluation of equipment; handling current traffic loads in Headquarters and some field areas, e.g., [REDACTED] and preparation of adequate Agency regulations.

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g. Office of the Comptroller Annex H

On duty - [REDACTED]

T/O

(includes 1 military)

(1) Ten percent reduction cannot be accomplished without eliminating essential activities unless a comparable reduction in support requirements was made. If reduction were directed, the scope and pace of most functions would be reduced, in general by the elimination of a variety of analysis and review activities and of services and also by a reduction in staff work and in training. It is noted that these changes would bring about a general deterioration of budget and fiscal services.

(2) This office is unaware of any duplication by other Agency components or by another Government agency.

(3) Limitations of present ceiling have precluded performing complete budget and fiscal responsibilities for proprietary and other special projects and have limited program analysis work, contract audits and agent services.

(4) Deferred activities include item (3), above, and the preparation of career plans for each SF career employee.

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h. Office of Logistics Annex I 7

On duty - [REDACTED]

(1) If a reduction is mandatory, it would be effected as indicated below. It is noted that these reductions would reduce service and, in some instances, increase the cost of obtaining necessary services.

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(a) Supply Division	- [REDACTED] positions
(b) Administrative Staff	- [REDACTED] positions
(c) Printing Services Division	- [REDACTED] positions
(d) Transportation Division	- [REDACTED] positions
TOTAL	[REDACTED] positions

- (2) Some unclassified printing is currently done by the GPO. The sensitivity and classified nature of the majority of the Agency's printing requirements has not made it feasible to send such jobs to GPO. The personnel in REC furnish technical guidance on work accomplished by other Government agencies. Federal procurement is used as practical.
- (3) Additional personnel needed for extensive planning responsibilities (7); Procurement Division (6) for augmenting contract negotiation, administration, inspection and settlement; Real Estate & Construction Division (1); Headquarters Board of Survey (1); Supply Division (8), to prevent loss through deterioration of ordnance in storage.
- (4) Deferred tasks include: periodic inspection of overseas installations; establishment of more exacting work standards; support in the Agency's motion picture program; increased stock surveillance; increased emphasis on training.

1. Office of Personnel [Annex J] [Exclusive of the Career Development Program]

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RECOMMENDATION FOR DOWNGRADING OF THE OFFICE OF PERSONNEL

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- (1) If a reduction is mandatory this office recommends it be accomplished by elimination of functions rather than further reduction of efficiency and quality of service. The following functions would be considered:
 - (a) Central Processing - [REDACTED] positions. The remaining [REDACTED] positions in Central Processing would be relocated in OP and would service travelers in the matter of passports and other personnel functions. Other functions would be returned to parent offices.
 - (b) Selection Staff - [REDACTED] positions. This action would

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necessarily lower present selection standards for Career Service appointment.

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(c) Special Support Assistant (Personnel) - [redacted] positions. With some reduction in service this function could be absorbed by the central Office of Personnel.

(2) The Management Staff and this Office are currently studying Agency personnel procedures. It appears likely that record-keeping functions are already duplicated. Positive evidence of other duplication has not been established.

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(3) Additional personnel requirements: Insurance & Casualty Division [redacted] Position Evaluation Division [redacted] Personnel Procurement Division [redacted]

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(4) Desirable tasks being deferred include: backlog of staff work in ICD; development of position and qualification standards; cumulative loss of ground in pipeline replacements for attrition; regular review and evaluation of present personnel policies and procedures.

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j. Office of Security / Annex K 7

[redacted] (No military details)

- (1) No recommendation made to effect a ten percent reduction in personnel.
- (2) No duplication of functions by any Agency component or another Government agency.
- (3) Backlog of pending cases has increased from an average of one to two hundred to over 1,000 due to present manpower limitations.
- (4) Deferred activities include: periodic re-investigation of personnel; as much liaison with other agencies as is desirable in the matter of current developments in technical security equipment and techniques.

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k. Office of Training / Annex L 7

[redacted]

- (1) If the manpower reduction were on a co-equal basis this office could and would reduce by ten percent. However, this

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would have the effect of decreasing present limited capacity in providing covert instruction, conducting language and area training, testing and assessment services, continuing or expanding the JOT program, training facility at [REDACTED] and providing for career development of instructor personnel.

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(2) The [REDACTED] SR Division, DD/P, engages in the conduct of training. Language and area training are offered by some other agencies of the Government. Experience has proved conclusively that in most cases it is more efficient, more secure and more economical to conduct language and area training through internal CIA programs.

(3) Analysis indicates that continuing more significant instructional programs at their present level would require elimination of clerical training, instruction in reading improvement and the production of intelligence literature under current ceiling limitations.

(4) Deferred activities include plans to increase instruction in International Communism, and continuation and expansion of the Instructor Development Program.

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1. Office of the Deputy Director for Support (Including PAPS and SSA)
[REDACTED] (No military details)

(1) A ten percent reduction in manpower by:

(a) Abolishing the functions of two Special Assistants to the DD/S and rely on the offices concerned to render assistance.

(b) Abolishing two other positions within the Office, but maintain all other functions.

(2) No duplication in other Agency components or in another agency.

(3 & 4) Not related to immediate Office, but is pertinent insofar as it concerns the DDS components.

3. As evidenced above, a reduction of ten percent in the DDS organization, following the cut back in plans due to imposition of the 31 July 1955 ceiling, would severely curtail service now being rendered, or which should be rendered in the interests of efficiency and economy. Excessive reductions in the support field would result in increased administrative burden to the operating offices since the duties being performed are inherent in the successful conduct of operations.

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4. In the event of an unavoidable fixed percentage reduction in the DDS organization, such reduction would not necessarily be effected by equal percentage reductions in the several components. The prime interests of the Agency in security protection, official personnel records, financial and property accounts, and similar legal responsibilities must receive priority attention. In this connection it should be noted that an Agency-wide reduction of ten percent in personnel without elimination of some existing operations would not be a sound basis for reduction of a like percentage in the support field. For example, an Agency-wide reduction of ten percent in personnel only would have little effect upon the Office of the Comptroller except in the payroll section where the reduced workload might warrant only a reduction of one or two percent in the overall Office of the Comptroller.

5. In summary, the Deputy Director (Support) will continue to effect economies in personnel by every means available. If, however, an Agency-wide reduction beyond normal measures is required, it is recommended that consideration be given to the elimination of functions and operations which cannot be supported under reasonable standards of efficiency and in compliance with legal requirements. Further action within the DDS organization will be withheld pending consideration of the overall position of the Agency.

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Director of Communications

/S/

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Deputy Director of Personnel

APPROVED:

S
L. K. WHITE

Deputy Director (Support)

30 Nov 5-5

(Date)

O.P.
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1 - DD/S Clerical

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